



After Action Report Process

Secure Commonwealth Panel

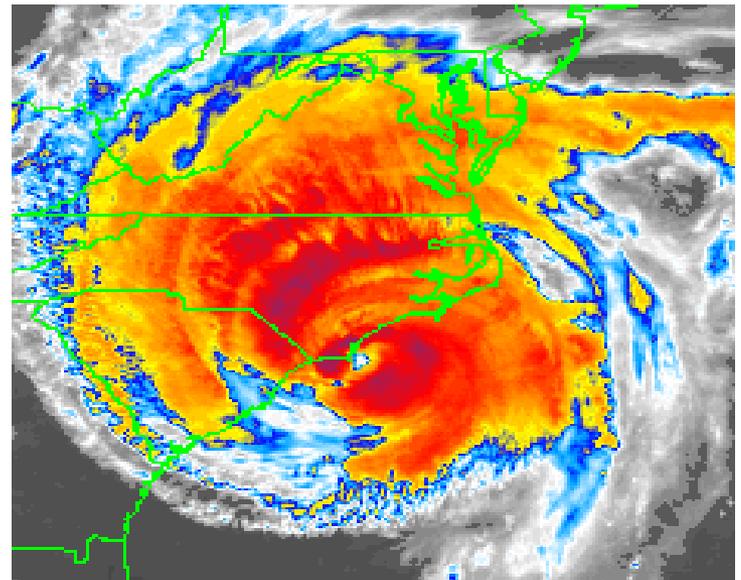
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Mission Statement

*Leading the effort to protect Virginia from
the impact of emergencies and disasters*



After Action Reports





What is an AAR?

- Created after both exercises and real world events
- From feedback from response/recovery participants
- To improve response effectiveness and efficiency by noting
 - Best Practices
 - Opportunities for Improvement



The Purpose of AARs

- AAR Philosophy
- Improvements to Our AAR Process
 - Standardize report forms
 - Reduce time between event closure and report creation
 - Require stronger accountability for process improvements.



Collecting Feedback

- At the end of the event
- From all participants in response and recovery operations
- AAR Entry Form in WebEOC

SAMPLE AAR ENTRY PAGE IN WEBEOC USED BY RESPONDING AGENCIES

AFTER ACTION REVIEW

Record No: 138
Event/Exercise Name: 2008 09 Hurricane Hanna
Event Date(s):
Originator: NWS
Originated By: wsammler
Assignment/Duty Station: NWS Wakefield

SITUATION/ISSUE/CONCERN

1. In the boxes below please list the top three situations/major issues/concerns you have related to the event. For each concern please expand on potential solutions to assist in solving that concern.

Situation/Issue/Concern

Although I was not personally on any of the VA conference calls, I have been made aware that during some of the calls, participants either 1). were not listening to the briefing and/or 2). did not have situational awareness prior to the call. As a result, questions were asked either regarding information that had already been briefed or that which could have been answered through prior use of HURREVAC, SLOSH and/or NWS web sites. Most questions should be geared toward uncertainty, interpretation of available information, etc.

Proposed Solution

This has been a systemic issue for years. Suggest that: 1). questions regarding specific local impacts of an event be handled offline. 2). Conference call participants be urged to have a baseline situational awareness using tools readily and freely available to the EM community. Those include NWS web sites (especially EM/briefing sites), HURREVAC and the SLOSH display program.

2. Below please list the "BEST PRACTICES" (those items that worked really well during the event) that you observed during your time of service. Include as much information as you can in the space provided

Conference calls were held once per day, which worked very well. Outside of VA, calls occurred as frequently as once every 6 hours, which significantly increased the workload, and did not, in many cases, enhance the knowledge/situational awareness of those on the call. In other words, the once per day frequency reduced the amount of redundancy/duplication in the information provided during the calls.



Discussing Feedback

- Hot Wash Briefings
 - Within 48 Hours of Event





Non-State Emergencies

- Completed 2-4 weeks after event
- Summarizes event
- Lists Opportunities for Improvement

SAMPLE FIRST PAGE OF INCIDENT BRIEF



INCIDENT BRIEF

April Severe Weather: Apr 28 – May 14, 2008

Project Code: 00140-99

Report: XXX XX 2008

Prepared by: VDEM State Planning Assistance Branch

Event Summary

Monday, Apr 28th - Severe weather with heavy rains and strong winds impacted areas of Central, South Central, Southeast and Eastern Virginia around 1430 hours.

- Virginia Emergency Operations Center received reports of damage in Halifax County, City of Colonial Heights and City of Suffolk.
- Region 1,3 and 5 Coordinators and HMO responded to assist affected localities.
- Dominion VA Power, as of 1710 hrs: Statewide – approximately 10,000 customers without power.
- Gov. Kaine declared a state of emergency at 1855.
- VDH Western Tidewater Health District and local Red Cross activated to open shelters.
- VSP closed several roads to assist with mission in City of Suffolk.
- FEMA Region III deployed State Liaison Officer.
- National Weather Service (NWS) Assessment Team in Brunswick County confirmed an EF1 tornado.
- City of Norfolk: relayed City of Suffolk information due to a total loss of communication.
- City of Suffolk: Sentara Obici hospital damaged but fully operational, approximately 200 injuries, Route 58 closed, one shelter open.
- Cities of Virginia Beach, Hampton, Chesapeake and York County sent resources to assist City of Suffolk.
- City of Colonial Heights: damage around Southpark Mall.
- Henrico County: sent resources to Colonial Heights.
- Isle of Wight County: minor damage to homes and trees.
- Halifax County: major damage to homes and sheds.

Tuesday, April 29th

- Governor Kaine visited Suffolk.
- FEMA Region III additional staff deployed to include a Federal Coordinating Officer, Public Assistance and Individual Assistance staff from the Region III Disaster Assistance Division.
- SAR request made by Suffolk for 5 cadaver dog teams to do a third sweep of debris.
- VSP Division 1 troopers assisted Suffolk Police Department with traffic detours. In addition, 54 tactical field force troopers are staged at Suffolk Scale.
- 0400 hours Dominion Virginia Power reported 2984 customers without power system wide. This includes 1,480 customers located in the Gloucester/Northern Neck and Southeastern Virginia area.

ARC: Southside Chapter/Colonial Heights provided feeding at the South park Mall primarily to first responders, approximately 300 meals 28/29 April. Brunswick County - service center set up. Suffolk County - damage assessment, provided meals >500 with VOAD partners, shelter at Kings Fork high school 51 overnight.





Declared Events

- Incident Brief
- AAR Report
 - State Sitreps
 - GIS photos/Maps
 - Coordination Action Plans
 - Best Practices
 - Opportunities for Improvement

SAMPLE COVER PAGE OF A COMPLETE AAR REPORT



**After Action Report:
July 15, 2008**



April Severe Weather Event

City of Suffolk and other localities

April 28 - May 9, 2008

Project Code: 00140-99

Prepared by: VDEM State Planning Assistance Branch



Improvement Matrix

SAMPLE IMPROVEMENT MATRIX FROM AAR

Opportunity for Improvement	Recommendation	Primary Responsible Agency	Agency POC	Status
1. Staffing of VIP Task Force was not adequate	Any VIP Coordinator should be supported by the Executive Support Analyst and the External Affairs Director as necessary.	VDEM / Command	Harry Colestock	In progress
2. Much confusion on setting the VIP schedule.	Need better coordination on ground with other agencies and need support staff for Secretary of Public Safety Office for VIP planning	VDEM	Harry Colestock	In progress: change to SOP for VIP procedures
3. VDOT received a mission tasking from VSP to help remove debris. The local government was not aware of this.	All request should be channeled through the local jurisdictions and utilize the SALTT. State Agencies that make request should make sure that they have communicated with the local jurisdictions.	VDOT, VSP	Perry Cogburn, Major Daniels	TBA
4. During response many affiliated volunteer orgs provide mass care services, which are an ESF6 function. In VA all volunteer efforts are tracked through ESF17.	Either narrow the scope of ESF 17 or remove the Mass Care function (as it relates to supporting local shelters) from ESF6 and place it in ESF17	ESF #6, ESF #17	Patricia Snead, Suzanne Simmons	COMPLETE: ESF #17, ESF#6 and VAVOAD have held discussions regarding tasking and locality communication. This is also being worked by ESF #14 - see March Tornado Event regarding long term recovery
5. Individual ESF staff are not aware of how their actions may affect our ability to track missions.	Create job aid for missions that explains when & how to add notes.	VDEM /OPS	Chris McIntosh	Ongoing: this is covered in the EOC 201 training class.
6. ESF 1, 15 & 17 unaware of need to update notes in 'request' board. Should the request for assistance board be edited to reflect the mission tracking request AND / OR should the assignee edit the request board?	Determine communications sequence and create chart that can be provided to all staff.	VDEM /OPS	Chris McIntosh	Ongoing: this is covered in the EOC 201 training class. Process flow chart is complete.



Individual Worksheets

SAMPLE INDIVIDUAL EVENT WORKSHEET FROM IMPROVEMENT MATRIX

Tracking of Improvement Matrix Recommendations							
EVENT DATES	April Severe Weather Suffolk April 28 - May 12, 2008						
PROJECT	00140-99						
Capability = only for exercises	Opportunity for Improvement	Recommendation	Primary Responsible Agency	Agency POC	Start Date	Target Completion date	Status
	Staffing of VIP Task Force was not adequate	Any VIP Coordinator should be supported by the Executive Support Analyst and the External Affairs Director as necessary.	VDEM / Command	Harry Colestock	15-Jul-08	15-Oct-08	Complete: added Brookie Crawford to staff this.
	Much confusion on setting the VIP schedule.	Need better coordination on ground with other agencies and need support staff for Secretary of Public Safety Office for VIP planning	VDEM	Harry Colestock	15-Jul-08	15-Oct-08	Complete: see opportunity above
	VDOT received a mission tasking from VSP to help remove debris. The local government was not aware of this.	All request should be channeled through the local jurisdictions and utilize the SALT. State Agencies that make request should make sure that they have communicated with the local jurisdictions.	VDOT, VSP	Perry Cogburn Major Daniels	15-Jul-08	15-Oct-08	Complete: by VSP and VDOT
	During response many affiliated volunteer orgs provide mass care services, which are an ESF6 function. In VA all volunteer efforts are tracked through ESF17.	Either narrow the scope of ESF 17 or remove the Mass Care function (as it relates to supporting local shelters) from ESF6 and place it in ESF17	ESF #6, ESF #17	Patricia Sneed, Suzanne Simmons	15-Jul-08	15-Oct-08	COMPLETE: ESF #17, ESF#6 and VAVOARD have held discussions regarding tasking and locality communication. This is also being worked by ESF #14 - see March Tornado Event regarding long term recovery
	Individual ESF staff are not aware of how their actions may affect our ability to track missions.	Create job aid for missions that explains when & how to add notes.	VDEM / OPS	Chris McIntosh	15-Jul-08	15-Oct-08	Complete: this is covered in the EOC 201 training class.
	ESF 1, 15 & 17 unaware of need to update notes in 'request' board. Should the request for assistance board be edited to reflect the mission tracking request AND / OR should the assignee edit the request board?	Determine communications sequence and create chart that can be provided to all staff.	VDEM / OPS	Chris McIntosh	15-Jul-08	15-Oct-08	Complete: this is covered in the EOC 201 training class. Process flow chart is complete.



Summary Sheets

SAMPLE SUMMARY SHEET FROM IMPROVEMENT MATRIX TRACKING WORKBOOK

EVENT					February 2008 Wind and Fire event	Feb 10-16, 2008
Opportunity for Improvement	Recommendation	Agency POC	Target Completion Date	Status		
Command and control	Review possible modifications in COVEOP to ESF #4	Chris Miller	11-Sep-08	In Progress		
Facility safety	Outdoor lighting at VEOC	Kenny Hayes	11-Sep-08	COMPLETE: lighting system has been corrected.		
EVENT					March Severe Weather Big Stone Gap	March 4 - April 28, 2008
Opportunity for Improvement	Recommendation	Agency POC	Target Completion Date	Status		
Excessive time to receive an Initial Damage Assessment from Wise County.	Need to have training for locality on damage assessment processes.	George Roarty	15-Oct-08	Complete: conference calls with localities have occurred. Training was conducted.		
Clarification of roles and responsibilities of ESFs – specific to ESF 8: damage assessments and power outages reported in VEOC Situation Report #1.	Need to ensure ESF resources are used most efficiently for the responsibilities defined in COVEOP.	Brett Burdick	15-Oct-08	In progress		
Demobilization of state assets so locality can take over processes.	Create documented procedure for demobilizing assets and include it in local training sessions.	Kenny Hayes Mike Gray	15-Oct-08	In progress: target end dates will be added to mission assignments so localities will have an idea when state assets might be withdrawn. These will be flagged for review every 72 hours.		



Questions?